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SIWA

14 December 1970

MEMORANDUM FOR: Executive Assistant

SUBJECT : Weekly Report of School of Intelligence and World  
Affairs No. 32, 4 - 10 December 1970

COURSE ACTIVITIES

1. Intelligence Production Course

The CTs in the Intelligence Production Course heard a number of exceptionally interesting and meaningful briefings on Friday and Monday, 4 and 7 December, in the last unit of their 10-week course, which focuses on the use of finished intelligence.

On Friday, 4 December, the IPC class spent the day downtown at New State and the White House. In the morning, Benjamin Huberman of the S&T Bureau of ACDA gave a valuable presentation on the history and mission of his agency, centering on the critical support ACDA receives from the intelligence community -- especially CIA -- both in providing the hard facts from which ACDA derives its negotiating positions, and in policing disarmament agreements (the so-called "national means of verification"). He gave us the gist of a proposal which Moscow's negotiators had -- just two hours before our meeting -- laid on the table at the current Strategic Arms Limitation Talks in Helsinki and said that the US had already decided to reject the proposal the following week.

Later we were briefed on the Department of State's intelligence functions by George Denney, Deputy Director of INR, and Frank Perez, head of INR's Political-military Division, who advises State's regional desks on disarmament policy for INR. Mr. Perez noted that 75% of the information he uses comes from CIA, particularly OSR, which State prefers to the Pentagon's naturally biased product.

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25X1A9a The class wound up the day with a tour of the White House Situation Room, with its direct electronic connections with CIA, NMCC, State, et al. [REDACTED] of the Sit Room gave us a frank discussion of his problems in providing a 24-hour-a-day alerting coverage for the President and Mr. Kissinger. He can now get a critical message to Mr. Kissinger in 30 seconds or to the President in 90 seconds while they are in their offices; in about four minutes when they're out of town. This is the first time that CTs have visited the White House or ACDA. Both seem to be popular and useful inclusion in future runs of the IPC. Because of the special nature of the Situation Room, we had to reschedule this briefing twice. Our scheduled visit to the NSC staff, which was to follow the talk in the White House, was postponed to Thursday at 1345.

25X1A On Monday, the IPC students spent the morning in an informal seminar session with a small group of DIA students. During the afternoon they heard a talk [REDACTED] amazingly stimulating talks on PPB and OMB by [REDACTED] and an excellent wrap-up of DDI support for US policy levels [REDACTED] 25X1A9a 25X1A9a 25X1A9a

In the DIA seminar session, which was suggested by [REDACTED] of DIA as a desirable alternative to the usual stuffy briefings given by DIA people, one of the CTs gave a half hour briefing on production in OCI; Major Scheirer of DIA gave an excellent description of the new organization of DIA; two DIA analysts described their analytical jobs in targeting and in OB work; three of the CTs described memos they had prepared during interim assignments in the DDI, and one CT described his interim work in DCS. The session ended with an exchange of views. It became apparent that DIA analysts were greatly handicapped by not having a good means of learning who their opposite numbers were in CIA. FOIAb3d

The talk on PPB and OMB [REDACTED] 25X1A9a was unusually forceful and interesting (talks on this subject given in management courses have tended to be rather dull). [REDACTED] concluded with a brief presentation on the Delphi project a method somewhat similar to Bayesian analysis for selecting probabilities. 25X1A9a

## 2. Communications Skills Courses

We have completed plans to conduct a special Reading Improvement course for some 20 OER personnel in 1A13 Headquarters Langley beginning 4 January and ending 27 January. The instructor will be [REDACTED]

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of USDA Graduate School and will be completed in eight instead of the usual 10 sessions.

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Between 5 January and 28 January we are running an eight-session Basic Writing Workshop for at least 15 Agency personnel at 1000 Glebe (Room 403). [REDACTED] -- USDA contract instructor -- who recently successfully completed a writing workshop for OC personnel will conduct this course.

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Later in January, on a date still to be determined between OTR and the Office of Security, we are planning to run a special writing workshop to be taught by [REDACTED] who is expected to join the SIWA faculty on Monday, 14 December.

Tentative arrangements are being discussed to offer one course in Reading Improvement at 1000 Glebe beginning about 1 February and another special running for NPIC personnel.

### 3. Intelligence Research Techniques (NPIC)

The Intelligence Research Techniques Course for NPIC ended on 9 December. Most of the 15 students felt that the course was of benefit in that, since life at NPIC is rather cloistered, this was their first in-depth exposure to other Agency components.

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In the opinion of the staff, most of the briefings were of good quality. Several components, particularly [REDACTED] and CRS, went out of their way to put on particularly good shows for the visiting class. The part of the course which requires more work on the part of SIWA is that of visits to analysts. These should be planned more carefully so that small groups of NPIC students get to spend more time with exactly those analysts that are relevant to their work.

### 4. Intelligence Briefing Course

Intelligence Briefing (IB) #2-71 was completed on Friday 4 December by all 10 registrants. This class was drawn from five components and recorded an unusually high level of performance. Two of the students (from OS and OCI) were accomplished briefers upon entering the class, and none finished below an acceptable level.

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- 25X1A9a [REDACTED] reports that the live critique of the course was one of the frankest and most useful sessions of its kind in this course in the past two years. As has happened often in the past, the NPIC contingent -- totaling five -- was unanimous in its appreciation for having taken the course at Glebe Road instead of [REDACTED]. The NPIC'ers felt that the advantage of learning about the activities of other components out-weighed the disadvantages of making presentations without their code-word briefing boards. This observation strengthens our case for recommending in our course report that no IB classes be held in the future
- 25X1A6a [REDACTED] Unhappy experiences at that location with the sensitive videotape equipment are the principal basis for this recommendations.

A highlight of the critique period was a vehement complaint from almost all the students against the excessive heat in the 5th floor screening room. Inasmuch as the room has been used by the IB classes a full half-day on four class days, we agree that the heat burden is unreasonable, and we expect to make other arrangements for future classes.

The next class is scheduled to run 11 January -- 3 February.

#### 5. USSR Survey

The USSR Country survey has been underway since Monday. It will continue on a full time basis through Friday, December 18. The 10 students participating seem interested and have participated well. The major substantive contribution is by OTR/SIWA but this is supplemented by a number of experienced and well qualified guest specialists. We anticipate a pleasant and stimulating course.

#### BRIEFING ACTIVITIES

- 25X1A9a 1. 7 December -- [REDACTED] -- a senior [REDACTED] intelligence official on national security structure and CIA. 25X1X7
- 25X1A9a 2. 7 December -- [REDACTED] -- at Fort Holabird -- Advanced Course -- on Sino -- Soviet Conflict". 25X1X7
- 25X1A9a 3. 9 December -- [REDACTED] -- a senior [REDACTED] security officer on "CIA and the Intelligence Community".
4. 9 December -- [REDACTED] -- USAF Academy -- on CIA. 25X1A9a

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BRIEFING SUPPORT

1. FSI's "Intelligence and Foreign Policy"

Arrangements have been completed involving SIWA responsibilities for the FSI course on "Intelligence and Foreign Policy". Speakers for 16 December have been provided class rosters and schedules, as well as copies of the revised program for 14, 15 and 18 December to be conducted at FSI. Ops School is handling 17 December details.

When Paul Kattenburg, course chairman, met with us some time ago he mentioned that FBI had "turned him down" on his request for a speaker on "Domestic Intelligence and Security". Later, he tentatively engaged Mr. John F. Doherty, Acting Assistant Attorney General (Internal Security) from the Department of Justice for the presentation. In the revised schedule we note that the topic is to be covered by Messrs. Bowling and Kattenburg, of the FSI Staff.

2. "Day at CIA" - Senior Seminar in Foreign Policy

In so far as practicable, it is wise to avoid accepting groups for a "Day at CIA" on Thursdays, because of the traffic congestion at Headquarters associated with USIB sessions, or on Mondays, because of the sudden need to hastily readjust if any withdrawals of key speakers occur during the weekend. We weathered such a situation in preparation for the Senior Seminar in Foreign Policy, principally because of the late Friday evening courtesy alert from [REDACTED], Colonel White's 25X1A9a secretary.

On the actual conduct of the "Day at CIA", our representatives have provided these items of early feedback: "universal delight with the program, from the very first to the very last speaker"; "class was highly appreciative of frankness with which speakers talked and expertly responded to questions"; "not a single negative comment (either in direct evaluation or overheard)". Letters of appreciation are in process of preparation.

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[REDACTED] for their excellent cooperation and for the effective "tone" with which they conducted their roles as moderators. No predecessor pair of Agency seminar students has ever worked harder with an OTR representative in assisting on advance preparations.

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OTHER ACTIVITIES

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1. [REDACTED] reports as follows on his participation in the CT debriefing [REDACTED] 9 - 10 December:

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" Participation in this session was very useful for me as a means of gaining an insight into current operational activities and attitudes, particularly on the part of these junior officers, all of whom have had interesting and varied field assignments. It was essentially an operational debriefing session -- and a very interesting one. In the sense of evaluating training, however, I think that relatively little was gained in terms of specific recommendations, either operational or substantive. In general, the students were very positive about the training they had received. The stress was almost entirely operational but it was possible to gain a few general observations relevant to SIWA training:

a. There was little comment on the relevance or quality of orientation training.

b. Communism; etc.: Generally satisfactory. Some suggestion that we should place more stress on practice rather than theory. The most specific recommendation was for some systematic coverage of the New Left which a number of the officers noted as a subject of concern in their work but one about which they knew little. One officer, however, who had been somewhat involved in New Left work questioned the wisdom of over stressing this nebulous subject.

c. All expressed approval of the idea of expanding the coverage of World Affairs and of domestic U.S. problems as is now attempted in the IWA (CT) but then showed relatively little interest in this and the approval was simply agreement with my description of what we were doing.

d. A number expressed the need for more systematic training in writing. As field officers they showed little interest in research techniques.

e. I raised the question of area training and cross-cultural orientation. There was little response and, if any-thing, I would say these officers did not think that cultural adjustment or deep area knowledge were as important as I was suggesting.

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These were a few of the points which came out. There were many questions which I could have raised but the situation was not suitable since the exercise was operationally oriented and unquestionably the interest of the students was on the operational work and, by extension, the operational training. The whole exercise reminded me once again that our work, important as it may be, is still a very small part of the overall training in terms of time, money, and student effort -- at least for the CS officer. As far as I could determine, however, from the sessions and from personal contact with these officers, most of whom I have known during their training period, SIWA had made an essentially positive impact.

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Ideas were exchanged regarding guest speakers and interesting material on this subject in various Agency training courses; the possibility of holding a population conference in the Headquarters Auditorium was also discussed.

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The seminar at Airlie House is funded by A.I.D., and most of the students are senior people from that Agency with program responsibilities in this field. [REDACTED] said he would try to make 2 Agency slots available for the next course (29 March - 1 April) if we would like them.

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3. [REDACTED] Chairman of the editorial board of the Studies in Intelligence, thinks [REDACTED] paper on "Donovan's Original Marching Orders" is "just fine!" and is forwarding it to the editor, [REDACTED] 25X1A9a [REDACTED] for his consideration and submission to the board. Tom, who had sent the paper to [REDACTED] not in his editorial capacity but because of a previously expressed interest in the subject, had not planned on submitting it to Studies; but, assuming a chance to do some more work on it, he likes the idea.

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4. [REDACTED] is hospitalized (Arlington Hospital) with a kidney stone. We understand that surgery may be required.

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5. [REDACTED] attended Trends and Highlights, December 7 - 11.

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